

# Aaron M. Hertzberg

## PROFESSIONAL EXPERIENCE:

Executive Director of Administrative Services: Milwaukee County, Milwaukee, WI 2021-Present

- Led and mentored the Department of Administrative Services with 294 FTEs, a FY25 operating budget of \$69,702,601, and capital budget of \$91,435,654.
- Built a strategic plan and attracted/retained the talent necessary to advance Milwaukee County's vision. Introduced programs to align including: Climate Action 2050 Plan, youth apprentice program requirements to construction and development contracts, leveraged Amazon Business to enhance local and TBE purchase card spending, data governance, i.c.Star training and recruitment.
- Guided over \$300M in Capital investment; leveraged public-private and State partnerships and \$116M in ARPA funds to construct new Forensic Science and Protective Medicine, Coggs Health & Human Service, MCDOT North Shop, Zoo exhibits and Museum facilities.
- Improved employee engagement scores by 9.5% in 2024, 6 points above the County average. Efforts included: standardized onboarding; regular employee outreach and meetings; mentorship programs; active employee engagement and D&I Committees; professional development goal setting; and training offerings in DISC personality profiles, Racial Equity for People Leaders, customer service. 47 Employees completed LEAN Six Sigma Yellow Belt Certification in continuous improvement.
- Introduced key performance indicators and built a culture around service and results including: implementing new customer feedback loops and scores (82.4% positive), an increase in position fill rates by more than 10%, reductions in invoice, service ticket, and contract processing times.
- Represent Milwaukee County at community events and in media interviews. Present at events, board meetings, community engagement sessions and in meetings with state and local officials.

Director of Economic Development: Milwaukee County, Milwaukee, WI 2018-2021

- Managed a \$2.5M operating budget; hire and coach staff to set goals and achieve economic development priorities; present to and advise the County Executive and Board.
- Envisioned and negotiated complex public-private partnerships and transactions; closed on the sale of \$32M worth of land at the MRM; unlocked a solution to sell the County Grounds water system, exit Fire Agreement; and a partnership for the Mental Health Emergency Center.
- Designed and implemented programs to achieve racial equity priorities; \$12M CARES Act small business grant program, 66% of recipients identifying as MW&V owned; \$3.5M CARES Act employment program with 72% of recruited job seekers from underinvested communities; expanded Community Benefit goals; and advocated for municipal TIF resources for affordable housing.
- Coached and connected team members to stretch opportunities; offer creative thinking and problem solving to address major County challenges including planning for a Forensic Science Center.
- Serve as the County's representative on Joint Review Boards (17), creating and amending TIF districts, approving over \$300M in investments; Vice-Chair of the County Facilities Planning Committee
- Represented the County in partnerships with the WEDC, M7, SEWRPC, Employ Milwaukee, Milwaukee Workforce Funding Alliance, East Wisconsin Counties Railroad Consortium, Near West Site Partners, Aerotropolis Milwaukee and in relevant media interviews

Director of Economic Development: City of Franklin, Franklin, WI

2015-2018

- Managed a \$225K operating budget; provided staff support to the Common Council, Community Development Authority, Economic Development Commission, Plan Commission and Tourism Commission; managed consultant contracts; participated in dozens of community meetings
- Led economic development strategy and policy efforts including approval of more than \$170M in private development, rezoning of 700+ acres of land, creating/amending tax increment districts, completed market analyses, vetted developments and negotiated development agreements
- Served as liaison for economic development and business recruitment and expansion projects; developed relationships with WEDC, M7, Chambers and Employ Milwaukee; created partnerships with the Franklin School District and Franklin Business Park Consortium to enhance workforce efforts.
- Act as chair of Franklin's Joint Review Boards (2) and represented the City at community events and in media interviews; Hosted annual business appreciation events; authored newsletter articles

Executive Director: The Pawtucket Foundation, Pawtucket, RI

2012-2015

- Managed and fundraised \$330K annual budget and a staff of three; supported 36-person board of business, nonprofit and government leaders; drafted and implemented a 3-year strategic plan
- Worked with the Mayor and staff to advance mixed-use development plans, transparent permitting processes, a standardized tax stabilization policy, and multi-modal transportation improvements resulting in over \$164M in private development and \$160M in public infrastructure
- Solicited 100+ private-sector contributions and sponsorships grossing \$1M; Interfaced with business leaders, developers, brokers and lenders to stay attuned to market trends and advance retention/recruitment; accompanied the Mayor on regular business outreach visits
- Led \$200K multi-jurisdictional, public-private partnership to create a market driven, riverfront redevelopment strategy; provided technical assistance for planning and disposition of public property
- Represented the organization at public meetings, fundraisers, events and for media interviews; presented at conferences, forums and meetings; developed relationships with federal, state and local officials; Recruited and hosted national consulting experts for site visits and events

PROGRAM DIRECTOR: The Pawtucket Foundation, Pawtucket, RI

2008-2012

- Directed 20+ community programs including communications and marketing efforts
- Organized all fundraisers and volunteer outings; netted \$340K, a 70% increase in revenue over prior years; engaged over 700 volunteers for 3150 hours of service to the community
- Managed \$52K streetscape improvement project; created a downtown landscape maintenance partnership providing career readiness programming to social service clients

BILLING SPECIALIST: Humana, Inc., DePere, WI

2007-2008

- Managed monthly billing for 1,200 clients; Built communication skills as level two customer service contact and problem solver; Analyzed reports on balances, trends, and irregularities

PROJECT MANAGER: Sustainable Racine, Racine, WI

2004-2007

- Managed 24 community programs, including a community vision session, neighborhood grant programs, education collaborations, volunteer outings, economic development initiatives, sister city

celebrations, business associations and fundraisers

- Maintained partnerships with local and county governments, neighborhood and faith-based organizations, universities, Racine County Economic Development Corp. and business associations

#### **EDUCATION:**

MASTER OF PUBLIC AFFAIRS: Brown University, Taubman Center for American Politics & Policy 2013  
Concentration - Urban Policy and Organizational Leadership

BACHELOR OF SCIENCE: University of Minnesota – Twin Cities 2004  
Major: Urban Studies, Minor: Communication Studies

#### **HONORS, PRESENTATIONS, AND PUBLICATIONS:**

- Honoree: Cooperation, Wisconsin Policy Forum (Mental Health Emergency Center) 2022
- Honoree: Micro-American City of the Future, fDi Magazine (City of Franklin) 2017-2018
- Presenter: South Suburban Chamber of Commerce State of the Cities 2016, 2017
- Recipient: Key to the City of Pawtucket, presented by Mayor Donald Grebien 2015
- Honoree: Grow Smart Rhode Island, Leadership Award (Pawtucket Foundation) 2015
- Presenter: Pawtucket Foundation Annual Awards Celebration & Annual Meeting 2013, 2014, 2015
- Panelist: Grow Smart RI Summit & ICSC Boston Idea Exchange Conference 2014
- Author: *Pawtucket Foundation FY15-17 Strategic Plan* 2014
- Honoree: American Planning Association RI, Journalism Award (Pawtucket Foundation) 2013

#### **COMMUNITY LEADERSHIP AND TRAINING:**

- DESIGNEE: Governor's Council on Workforce Investment, WI 2024-Present
- COMPLETED: Lean Six Sigma Yellow Belt Certification, UW School of Business 2024
- CHAIR: Milwaukee County Administrative Manual of Procedures Committee, WI 2023-Present
- BOARD MEMBER: Friends of Hoyt Park Pool, WI 2022-Present
- BOARD MEMBER: Milwaukee Regional Innovation Center, WI 2018-2021
- MEMBER: Joint Review Boards (17) throughout Milwaukee County, WI 2018-2021
- BOARD MEMBER: Aerotropolis Milwaukee, WI 2016-2020
- BOARD MEMBER: Milwaukee Regional Medical Center, WI 2019-2020
- COMPLETED: Leadership Training, (Action Coaching - Elm Grove), WI 2019-2020
- COMPLETED: Milwaukee County & YWCA Racial Equity Training, WI 2018-2019
- CHAIR: Joint Review Board, City of Franklin, WI 2016-2018
- COMPLETED: IEDC Ethics Workshop, Toronto, ON 2017
- BOARD MEMBER: Northern Rhode Island Chamber of Commerce, RI 2014-2015
- BOARD MEMBER: Pawtucket Business Development Corporation, RI 2013-2015
- BOARD MEMBER: Blackstone Heritage Corridor, RI/MA 2012-2015
- TRUSTEE/TECH COMMITTEE/VOLUNTEER: Boys & Girls Club of Pawtucket, RI 2009-2015
- BOARD MEMBER/VISION CHAIR: Young Professionals of Racine, WI 2005-2007
- COMPLETED: Leadership Racine, WI 2005